

B

19 March 1953

MEMORANDUM FOR: Chief, Finance Division
 Attention: Chief, Accounts Branch

FROM: EE/BF

SUBJECT: February Obligation Report - IBM Machine Run

We have made a preliminary survey of the subject report and have discovered a few inaccuracies regarding account numbers and charges. These have been listed below for your information and action.

3100-10-000	No such account number	25X1A2g
3100-52-112	████████. As of 1 January 1953 this account has been merged with 3130-55-017 and all previously reported obligations should be transferred to that account.	
3100-55-016	No such account number (3110-55-016?)	
3105-51-037	No such account number (3150-51-037?)	
3110-10-200	No such account number (3100-10-200?)	25X1A2g
3110-52-074	No such account number (3110-51-074?)	25X1A1a
3130-51-099	████████ This project should have no departmentally-incurred obligations. The September report listed this expenditure as █████ - █████ NO FEE in an amount of \$6.20. █████ is not an employee of EE. This is probably an FE charge.	25X1A9a
3130-52-036	No such account number (3130-51-036?)	25X1A2g
3130-53-165	████████ New account number is 3130-55-144 per memorandum to Chief, Finance Division, from █████ Budget Division, dated 27 February 1953.	25X1A9a
3130-55-015	No such account number.	25X1A9a
3130-55-011	No such account number.	
3140-51-005	████████ Per memorandum to Chief, Budget Division, from █████, Budget Division, dated 27 February 1953, all obligations incurred to date under this project are to be transferred to project █████, account number 3140-51-145.	25X1A2g
		25X1A2g

The following PI projects all terminated sometime in fiscal year 1952 and fiscal year 1953 obligations and expenditures against these accounts should be investigated.

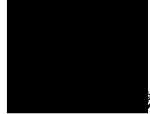
3100-53-001



(terminated 20 May 1952)

25X1A2g

3110-53-013



3110-53-041



25X1A2g

3130-53-099



(This is a [redacted] project which is now part of
[redacted]. All fiscal year 1953 charges should be made
against the [redacted] account 3120-53-000.)

25X1A

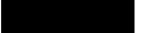
25X1A2g

3130-53-156

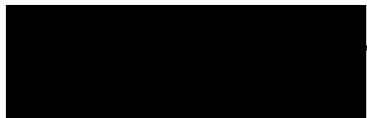


25X1A2g

3160-53-001



25X1A9a



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11-27-78
By 35

20 August 1953

REFERENCE FILE: Acting Deputy Director (Administration)

TO: Chief of Administration, DD/P

SUBJECT: Survey Report of the [REDACTED] /D/Administration

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1. **PURPOSE.** To re-evaluate logistics type T/O positions within the AF Division with a view toward determining:

- a. The appropriate location, organizationally, for the most economic and efficient performance of essential logistical functions and,
- b. The minimum number of personnel estimated to be required for the performance of such functions.

2. **ACCUMULATORS.**

a. That the procedure, now under development, governing the preparation, review and authentication of the Logistical Annex required as an attachment to any project having a materiel requirement, will create a workload for the Area Division [REDACTED] which is considerably in excess of that under the present procedure.

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b. That the revised directive, now in the process of coordination, concerning the preparation and processing of the Forecast Materiel Requirements will be approved substantially as written and will eliminate the consolidation formerly performed by the [REDACTED]

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c. That revised [REDACTED] by providing for the preparation of requisitions at field station level, will result in a reduction of workload in the Area Division Supply Section.

3. [REDACTED]

- a. The entire system of logistical procedures is in the process of revision.
- b. The functions of the [REDACTED] /D/Admin, require restatement in order to avoid implying a far wider scope of responsibility than actually exists.
- c. The T/O of the [REDACTED] /D/Admin, consists of six positions, three currently occupied. The Section is performing certain clearly

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definable activities within its functional responsibility. Very limited production records have been maintained.

- d. There is only one officially approved job description for the Section, that of the Section Chief.
- e. In the absence of specific work units applicable to the several operations performed in this Section, and established time standards for each such operation, it has been necessary to set up arbitrary factors and accept such actual counts therefore as are available and to make estimations for the others.

I. DESCRIPTION.

- a. All aspects of the Agency logistical system are currently under study in order to attain a tighter logistical control and provide adequate coordination in the preparation and processing of all related documents. The situation is generally as follows:

- (1) Logistical annexes are being prepared under procedures which are largely obsolete as a result of the recent [REDACTED] merger. A proposed revision of all pertinent directives has been prepared and is being circulated for concurrence of the interested parties. This revision will provide for the preparation of detailed and itemized annex attachments to those projects having material requirements, and for complete coordination and concurrence, before the project and annex is released from the originating division. It is impossible to determine exactly how much this revised procedure will increase the workload of the [REDACTED] but it is safe to assume that personnel of the Section will have to work closely with the Country Desk or Case Officer in the preparation of the annex in order to assure that stock numbers, nomenclature and prices are correct and that all pertinent logistical aspects are considered in the development of the material requirements.
- (2) A proposed directive is now being circulated for concurrence which, if approved, will change the current procedure for the preparation, processing, review, consolidation and periodic adjustment of the semi-annual forecast of material requirements. This directive should reduce materially the amount of work formerly performed by the Supply Section. The former requirement, that forecasts must be consolidated for the Division, is now reduced to a "review and adjustment" of individual field station forecasts to bring them in line with "current plans and operations". Consolidations will become a machine records operation.

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Note: C/E/Admin states that forecasts can not and will not be prepared in the field, that they must be prepared at Country desks and then go to the field for review and return.

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- (3) [REDACTED] have been reproduced in tentative form and coordinated. This procedure provides for the preparation of requisitions in field stations, based on the new supply catalog and price lists. This new routine should result in a sizable reduction in the number of requisitions prepared in the Supply Section.
 - (b) In summation, the proposed procedure for the preparation of Logistics Annexes will increase the workload of the Supply Section because of the apparent demand for complete itemization and pricing; the proposed procedure for the preparation and processing of forecasts of material requirements will sharply reduce the workload of the Section because consolidations will now be done on electric accounting machines; and the new supply procedures will reduce the present workload of the Section by requiring the preparation of requisitions in the field headquarters.
 - (5) The statement of functions under which the Supply Section is operating (See Tab 1) is not realistic when compared to actual activities performed and current scope of responsibilities. The existing statement of functions was written immediately following the [REDACTED] merger and before the Office of Logistics was expanded to its present scope. The present responsibilities are much less than were envisioned at the time the functions were written. Tab 3 is the text of functions proposed for the Section.
 - (6) The job description for the Section Chief is the only one that has been written and approved. This description, like the functions, and possibly for the same reasons, includes activities that are not solely the responsibility of the Division or Section and could be interpreted to include certain responsibilities which are now within the scope of the Office of Logistics. (See Tab 6)
 - (7) The workload of the [REDACTED] involves the following activities:
 - (a) Assistance in the preparation, and the review, coordination and authentication, of Logistical Annexes.
 - (b) Review, adjustment and coordination of Forecasts of Material Requirements.

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- (e) Preparation of Requisitions and Requests for Equipment and follow-up to assure timely delivery.
- (d) Processing of vehicle requests.
- (e) Processing requirements for real estate, construction or alteration.
- (f) Processing of inventory reports.
- (g) Processing of recurring reports.
- (h) Maintenance of necessary records and files.
- (i) Preparation of orders for books and periodicals.
- (j) Servicing of divisional requirements for space, furniture and telephones.
- (k) Calculation of the annual cost of duplication of intelligence documents.

Note: See Table D and N for steps involved in the foregoing activities.

- (8) In studying the activities and responsibilities concerned, it would appear that three activities presently carried to the Supply Section should be performed elsewhere. Items 7 i thru k above are of an administrative and service nature, requiring little or no specialized logistical knowledge, and possible of accomplishment by administrative and clerical personnel of a much lower grade than those assigned to the [redacted] thus 25X1A relieving such specialized personnel for the performance of activities of a logistical nature.
- (9) No specific work units have been developed for the activities of an area division supply section, nor are there any approved experience factors representing the standard man hours necessary to perform such activities. In the absence of adequate historical experience data, it has been necessary to establish certain arbitrary factors to account for the man hours expended in the Section. The period of this survey did not permit the establishment of actual time equivalents for these operations, hence estimates were accepted in several instances. While these factors have no particular significance in themselves, it is believed that they will prove helpful for comparative purposes as the survey is extended to the other area divisions. A compilation of the data collected in all divisions should indicate questionable deviations from the norm. See Part F.

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- (10) The T/O of the [REDACTED] authorizes six positions. Three positions are filled. See Tab C. The Section has been accomplishing its assigned activities. Proposed revisions to the logistical procedures will change the work of the Section. Work will increase in certain activities and decrease in others. Certain activities now performed are not of a logistical nature and can be performed elsewhere with lower grade clerical personnel. In view of these facts, there is little reason to believe that future operation of the Section will require more personnel than are now on board. It is believed advisable to retain, temporarily, one vacant Supply Officer position as a back stop against any unforeseen procedural impact which may develop as a result of the current revisions of directives.

Note: During the time this survey was in process, one position (S1, Clerk-Typist, A-E) was transferred by C/3/Adm from the Supply Section T/O to the Budget Section T/O.

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- (11) The [REDACTED] maintains liaison with the Office of Logistics through a Coordinator provided by that Office. This appears to be a very desirable arrangement since it allows the Section to deal with one man rather than with each of the several elements of the Office of Logistics. The Coordinator assists the Supply Section and, through the Section, the country desks and area officers, by providing information on all phases of the supply and procurement problem. By maintaining continuous contact with the Supply Section and all elements of the Office of Logistics, he is able to get immediate action on most of the problems that arise. Because of his close contact with the Division, he is able to discuss problems in their operational aspects when dealing with the technical logistics elements. The appointment of the Coordinator seems to be an excellent idea in view of the close coordination and correlation that must be maintained between an Area Division and the Office of Logistics.

D. CONCLUSIONS.

- a. It is not possible to determine accurately the impact of forthcoming logistical procedures. However, a review of tentative drafts of the revisions indicate that, in total, the workload of the Supply Section will not be greater than under present procedures.
- b. The functions under which the Supply Section is now operating should be rewritten to exactly delineate the scope of responsibility within the present logistical system. See Tab B.

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- c. The job description for the Section Chief should be reviewed to assure that it does not exceed the area and scope of the functional responsibility placed on the Section. Job descriptions should be prepared and processed for the other occupied slots in the Section.
- d. The workload of the [REDACTED] consists of several clearly definable activities. These are listed and described above and in the attached Tab D thru N. Certain of these activities, being of an administrative nature, should be performed elsewhere within the Division. Those having a logistical nature, par. 7 (e) through (g) above, consist of steps that must be taken on behalf of the Division and could not be performed as well at any other Division level, nor at any point outside the Division. They concern the coordination of effort on the part of other division elements and certain reviews and authentications which are best performed at the Division Staff level.
- e. In the absence of experience data permitting the application of work measurement techniques, the T/O requirements of the Section can not be determined on the basis of production factors. The Section has been performing its mission with the personnel presently assigned - two Supply Officers and a Secretary. The workload impact resulting from procedures still to be written can not be definitely evaluated but it does not appear that there will be any particular increase in total. It is concluded that the present T/O can be safely reduced to four positions, leaving one vacant Supply Officer position to be filled only upon evidence of an increase in the logistical workload. There is no evidence that the Section can be reduced below its present strength of two Supply Officers and one Secretary. See Tab N.

6. RECOMMENDATIONS.

- a. In view of the foregoing, it is recommended:

- (1) That the [REDACTED] T/O be reduced to four positions - the three presently filled plus one to be held vacant pending the determination of impact resulting from forthcoming procedural revisions.
- (2) That the functions of the Section be restated as shown in Tab D.
- (3) That the following activities be transferred:

To SI/Admin. Admin. Services Section
 Responsibility for division space, furniture and telephone requirements, moves, allocations, etc.

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Responsibility for consolidating, requisitioning, distribution and servicing of book and periodical orders.

To [REDACTED]

Responsibility for preparation of annual estimate of cost for the duplication of intelligence documents.

7. CIRCUMSTANCES. This report, in draft form, was discussed with the Chief, [REDACTED] /Admin, who concurs on all major points and is already implementing certain of the recommendations made herein.

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[REDACTED]
Management Office

Office of Legislative Representatives:

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[REDACTED]
19 August 1953

Inspection and Review Officer

APPROV'D:

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[REDACTED]
Asst. Management Officer, D/CIA
(For the Clandestine Services)

FOIAb3b

[REDACTED]
W. L. Peel
Management Officer, D/CIA

Attachments

1) Annex P (3)

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